

In accord with a preferred embodiment of the present invention, the System hosts a recruiting account for each recruiter to manage candidates and invitations. Figures 46 through 49 illustrate a recruiter's on-line recruiting account. Figure 46 illustrates a recruiter's invitation account summary page. Each invitation set comprises a school or organization name 499, a recruiter type 501, a function 503, a candidate class 505, the number of invitations originally allocated to the recruiter 507, the number of invitations already given out to candidates 509, the recruiter's target number of hires for the invitation criteria 511, and the expiration date of the invitations 513.

Figure 47 illustrates an example candidate listing. In accord with a preferred embodiment of the present invention, the candidates listed on each recruiter's candidate listing are those who are attending or who have recently attended a school included in the recruiter's pre-defined invitation criteria (e.g., function and school).

Preferably, a recruiter can narrow the candidate listing to display candidates who have already received an invitation from the recruiter candidates according to the school they attend or candidates distinguished according to the function they have expressed an interest in during their skills questionnaire or job search. Each candidate listing comprises the name of the candidate 521, the candidate's e-mail address 523, the school or organization that the candidate belongs to 525, an overall band for the candidate 527, discussed *infra*, a candidate match assessment 529, a button 531 for accessing the candidate's profile, a button 533 for sending an invitation e-mail to the candidate's message center, a button 535 for sending a candidate a soft-rejection e-mail (i.e., the candidate has excellent credentials but there is no matching employment opportunity

at this time), a button 537 for sending the candidate a hard rejection e-mail (i.e., the candidate does not possess acceptable credentials) and a button 539 for e-mailing the candidate generally.

- 5 The candidate band 527 indicates the extent to which the candidate possesses the leadership behaviors required for successful job performance. The band is calculated based on the responses the candidate made to the behavior assessment portion of the candidate skills questionnaire illustrated in Figure 35.

- 10 Quantitatively, the candidate band is based on his or her responses to the behavior assessment inquiries as compared to other candidates' responses. That is, the number of experiences reported by the candidate is
- 15 standardized against the number of experiences reported by other candidates. This process allows the leadership behavior assessment portion of the skills questionnaire to provide a view of the candidate's job-relevant background and experiences as they compare to the remainder of the
- 20 applicant pool. Results are provided in three different "bands." Each band (e.g., A-D) contains candidates that have similar levels of prior experience related to the leadership behaviors required for job success.

- 25 Assessment results are an indication of how closely a candidate's, skills and experiences match the employment requisition candidate matching criteria for a job opportunity for which the candidate has requested consideration. Therefore, only candidates who have requested consideration for current job opportunities and
- 30 have completed the on-line skills questionnaire have assessment results in their profile.

 Generally, assessment results comprise "% Minimum Required", "% Desirable" and "% Highly Desirable". % Minimum Required indicates the percentage of the candidate's

experience and skills that meet or exceed the minimum requirements for the job, as defined in the employment requisition. % Desirable indicates the percentage of the candidate's experience and skills that meet or exceed the desired requirements for the job. % Highly Desirable indicates the percentage of the candidate's experience and skills that meet or exceed the highly desired requirements for the job.

Figure 48 illustrates a candidate's profile report accessible to recruiters behind the public-access firewall 35b illustrated in Figure 2. A candidate's profile report comprises the candidate's name 541, contact information 543, work authorization 545, candidate job/career choices 547, employment history 549, candidate band and assessment results (not shown).

Figure 49 illustrates a recruiter's candidate search page. Recruiters can search candidates according to last name 551, first name 553, e-mail address 555 and campus 557.

Figure 50 is a block flow diagram illustrating a recruiter's evaluation-invitation process for Web-recruited candidates who have completed a skills questionnaire. As illustrated in block 559, the recruiter accesses his recruiting account within the System and reviews his candidates' profiles. The recruiter e-mails a hard rejection 561 to any candidates who are not qualified for employment (i.e., their overall band and/or matching criteria falls below an acceptable level). Candidates receive their rejections via their respective message centers.

After reviewing and comparing the remaining candidates, the recruiter distributes his event invitations among the candidates best qualified for the employment opportunities the recruiter has been assigned to fill as

described in block 567. Candidates who are not assigned invitations are either added to a pool of candidates as described in block 563 who have requested consideration for a current job opportunity or softly rejected for employment as described in block 565.

A soft rejection is given to candidates who possess impressive credentials, but for whom there are no current employment opportunities that sufficiently match the candidates' particular profile. Preferably, the profiles of candidates who are given a soft rejection are retained within the System for future consideration (i.e., in the following year).

Figure 51 is a block flow diagram illustrating the search team evaluation-invitation process for job pool candidates. The search team first accesses the System and reviews the candidate profiles as described in block 569. After the qualified candidates are identified, search teams conduct a phone screen 571 with the candidates to assess eligibility, interest and qualifications for employment. Based on the phone screen, the search team sends a hard rejection 573 to any candidates who are not qualified for employment (i.e., their overall band or matching criteria is below an acceptable level). The unqualified candidates receive the rejection via their message centers, as discussed *supra*. After reviewing and comparing the remaining candidates, the search team distributes event invitations among the candidates best qualified for the employment opportunities the search team has been assigned to fill. Candidates who are not assigned invitations are either added to a pool of candidates who have requested consideration for a current job opportunity 575 or softly rejected for employment 576.

Referred candidates (not shown) are invited to visit the web site to take the web assessment and request

consideration for available employment opportunities. Referred candidates are reviewed by the search team using the on-line candidate profile to determine whether the candidates are qualified for employment. Unqualified

- 5 candidates receive a hard rejection. Event invitations are distributed among the remaining candidates that are best qualified for the available employment opportunities. Candidates who are not assigned invitations are either added to a pool of candidates who have requested consideration for
- 10 a current job opportunity or softly rejected for employment.

- Figure 52 illustrates a recruiter's evaluation- invitation process for job pool candidates that have requested consideration for current job opportunities. Job pool candidates are recruited by a search team who reviews
- 15 the on-line profiles of each candidate within the pool to determine whether the candidates are qualified for employment as described in block 579. Candidates who are not qualified for employment are given a hard or soft rejection as described in block 581, depending on the
- 20 candidates' credentials. Qualified candidates who have not taken the on-line skills questionnaire are invited to do so via e-mail as described in block 583. Qualified candidates who have taken the skills questionnaire are contacted by the search team for a phone screen as described in block 585 to
- 25 determine whether the candidate is interested in an invitation to an employer-hosted recruiting event. If the candidate is interested, the candidate is given an invitation to an event as described in block 589. If the candidate is not interested, the candidate's response is
- 30 acknowledged as described in block 591.

Figure 53 illustrates an evaluation process for current interns. Current interns are not invited to an event for further evaluation. After the intern has completed her on-line skills assessment as described in

block 593, the intern's supervisor evaluates her past job performance as described in block 595. Based on the evaluation, the supervisor has three alternatives. If the supervisor feels the candidate is unacceptable for future employment, the supervisor can access the System and sends a rejection to the intern as described in block 597. If the supervisor feels the intern is suited for further employment and the intern is still in school, the supervisor can access the System and recommend that the intern be invited to return for another internship as described in block 599. If the supervisor feels the intern is suited for further employment and the intern has completed school, the supervisor can access the System and recommend that the intern be hired for full-time employment as described in block 601. Preferably, the intern's current mentor selects final placement for the intern 603 before an offer/placement decision is made as described in block 605.

Figure 54 is a block flow diagram illustrating the recruiting process for preselected or agency conversion candidates. Like interns, preselected candidates do not attend an employer-hosted event for further evaluation. A hiring manager submits an agency conversion requisition with a candidate name to human resources as described in block 607. Next, human resources contacts the candidate and asks him or her to access the candidate web site and take the on-line skills questionnaire as described in block 609. Based on the candidate's assessment, the hiring manager decides whether to recommend the candidate for hire as described in block 611. If the candidate is recommended for hire, an offer is extended to the candidate as described in block 613. If the hiring manager does not recommend the candidate for hire, a new hiring manager conducts a structured interview with the candidate as described in block 615.

Based on the interview, a second decision to hire is made as described in block 616.

Employer-Hosted Recruiting Events

Generally, employer-hosted recruiting events
5 comprise multi-day on-site activities during which event staff further evaluate invited candidates. Evaluation at each event comprises an interview of each invited candidate, an assessment of how each candidate interacts during one or more group activities and a job fit assessment from each
10 candidate's pre-assigned mentor. Based on each candidate's evaluation, a hiring decision is made and communicated to each candidate prior to the conclusion of the event.

Figure 55 is a block diagram illustrating an overview of an employer-hosted recruiting event in accord
15 with a preferred embodiment of the present invention. The first day of each event 607 comprises a networking/greeting event 609 and an executive presentation 611. The second day 613 comprises business and technical leadership forums 615, group problem-solving activities 617, candidate interviews
20 619, discussions with mentors 621, candidate assessment 623, a hiring decision 625, dinner with executives 627, and distribution of offer/no offer letters to candidates 629. The third day 631 comprises a feedback session 633 for all candidates and a presentation 635 about relocation, benefits
25 and geographic information for candidates who have received an offer letter.

Figure 56 is a block flow diagram illustrating the process by which invited candidates who accept an invitation to an employer-hosted recruiting event. First, the
30 candidates visit their respective message centers at the candidate web site, download and complete an electronic event registration form as described in block 637.

Preferably, the registration form allows candidates to specify any special air-fare preferences (e.g., window seat, handicap-equipped seating, etc.), lodging preferences (e.g., smoking/non-smoking etc.), dietary requirements and other special needs (e.g., wheel chair, etc.). After the candidate has submitted the electronic event registration form as described in block 638, the form is received by an event staff member. Upon receipt, the staff member sends a confirmation to the candidate as described in block 641 and forwards the registration form to a third party travel agency as described in block 643. Upon receipt, the travel agency contacts the candidate and arranges lodging, travel accommodations as described in block 645. Preferably, a new invitation for a later-scheduled event is sent to invited candidates who have not accepted a prior invitation. Additional invitations provide the candidate flexibility in scheduling around exams and other conflicts. After each candidate invited to an event completes the event registration, his or her name is added to a System database (i.e. candidate roster-not shown) of candidates confirmed to attend the event.

Figure 57 is a block flow diagram illustrating the preliminary event staff registration process. Prior to a scheduled event, the System automatically sends an e-mail to each event staff member requesting them to confirm their attendance at the event as described in block 651. Event staff members who confirm their attendance are automatically added to a staff roster maintained within the System as described in block 653. Event staff members who cannot attend their event request approval for their absence or reschedule as described in block 654, and identify an alternate staff member (if possible) as described in block 657. Once a staff replacement is identified, contacted and confirmed as described in block 656, any necessary changes

are made to the event schedule and corresponding staff roster as described in block 653.

Figure 58 is a block flow diagram illustrating the final event staffing process. Based on the candidate roster, the candidate registration data, the candidate schedules, the event staff roster and the finalized event profile, the System automatically generates an initial staff/candidate matching matrix as described in block 659 in which confirmed event staff members are assigned to confirmed candidates. For example, an interviewer, a mentor and a candidate buddy is assigned to each confirmed candidate.

Next, the staff/candidate matching matrix is examined for staffing gaps as described in block 661. If gaps exist, they are identified in terms of the event staff function (i.e., interviewer, mentor, buddy, etc.) and the time of the function is scheduled. Gaps are filled with certified staff members from the certified staff member database 665. After all identified gaps have been filled, the System generates a final staff/candidate matching matrix as described in block 667. Preferably, the System automatically e-mails the candidate roster, candidate schedules, the event staff roster and the final staff/candidate matching matrix to each event staff member prior to the event as described in block 669.

Figure 59 is a block flow diagram illustrating the check-in process that takes place as recruiting event staff and candidates arrive at the on-site event. Upon arrival, each event staff member accesses the System and "checks-in" to the on-site event as described in block 671. Preferably, event staff members arrive one half hour prior to the event and check-in by swiping their bar-coded employee badge through a bar code scanner.

Like the event staff, each candidate accesses the System and checks-in upon arrival as described in block 673. In addition, each candidate provides an event staff member with a completed and signed authorization of medical and background checks as described in block 675.

Following check-in, the System generates an actual event staff roster distinguishing the event staff that have actually checked in to the event from the event staff that was scheduled to attend the event as described in block 677. Similarly, an actual candidate roster is generated distinguishing the candidates that have checked in the day of the event from the candidates who were scheduled to attend the event as described in block 679. After the actual event staff roster and actual candidate roster are generated, the System generates final event staffing and candidate schedules as described in block 681.

Figure 60 is a block flow diagram illustrating the candidate evaluation process that takes place during the employer-hosted recruiting event. Candidate evaluation at the event is comprised of a structured panel interview 683 and group assessment exercise 685. Both tools are used to evaluate the candidate's leadership behaviors. The candidate also participates in a discussion with a mentor 687 to determine the candidate's job interests. As discussed in more detail *infra*, the results of each candidate's evaluation are input into the System during the second day of the event as described in block 689 and are evaluated during real time by the employer's human resources department.

Prior to each panel interview, the System generates an interview guide 691 for each candidate's interviewer. The interview guide comprises an interview template based on the candidate's on-line profile and requisition information for the employment opportunity to be

filled. Shortly before interviewing the candidate, the interviewer accesses the System and downloads the appropriate interview guide.

- Following the interview, the interviewers discuss
- 5 the results of the interview, reach consensus on their ratings and offer decision, and input the interview results into the System. As previously described, Figure 45 illustrates a System interface through which interviewers input the results of the candidate's interview. As
- 10 discussed *supra*, candidates receive ratings on the following leadership behaviors: business acumen, innovation and technical excellence, drives diversity, courage, commitment to quality, does the right thing, and customer satisfaction. Ratings are made on a 9-point scale ranging from (1)
- 15 "Ineffective" to (9) "Highly Effective" and include a "Not Applicable" option if the interviewers are unable to rate the leadership behavior. In addition to providing leadership behavior ratings, interviewers make an offer/no offer recommendation. They also provide a placement
- 20 recommendation and behavioral comments listing specific reasons why they would/would not recommend the candidate to receive an offer.

- At the end of the group assessment exercise, the assessor accesses the System and inputs the assessment
- 25 results. Figure 61 illustrates a System interface through which a group assessor inputs the results of the candidate's group assessment. Candidates receive ratings on the following leadership behaviors: business acumen 693, drive for results 695, develops employees and teams 697, connects
- 30 with customers 699. Ratings are made on a 9-point scale ranging from (1) "Ineffective" to (9) "Highly Effective" and include a "Not Applicable" option if the assessor is unable to rate the leadership behavior. In addition to providing leadership behavior ratings, the assessor makes an offer/no

offer recommendation 701 and provides behavioral comments 703 listing specific reasons why the assessor would/would not recommend the candidate to receive an offer.

Mentors meet with candidates to discuss the candidates' placement and career track ambitions. After mentoring each candidate, the candidates' respective mentors access the System an input the mentoring results. Figure 62 illustrates a System interface through which a mentor inputs an assessment of each candidate he or she has mentored. Mentor assessment includes but is not limited to a placement recommendation 705 and associated comments 707 for a given candidate/delegate 709.

Although they do not participate in the hiring decision, a candidate buddy is assigned to each candidate attending an event. Candidate buddies are current employees who provide each candidate with a peer contact for ongoing dialog throughout the event.

Figure 63 is a block flow diagram illustrating the process for making a hiring decision during the employer-hosted recruiting event. In accord with a preferred embodiment of the present invention, human resources specialists access the System during the event and monitor the results of each candidate's assessment real-time as described in block 711. As the interviewers, group assessors and mentors input their respective candidates assessment into the System, the System creates a "discrepancy report" for each candidate as described in block 713. The discrepancy report highlights cases where the offer recommendation from the interview and the group assessment do not match. The human resources specialist reviews the ratings, determines the nature of the discrepancy, and either resolves the discrepancy or consults with the interviewer, group assessor, or other functional representative to resolve the discrepancy as described in

block 715. Once resolved, the human resource specialist enters the final offer/no offer decision into the System as described in block 717. Preferably, the System assigns each candidate a code indicating whether the candidate is to receive an employment offer or rejection.

Figure 64 illustrates the process for extending offer/no offer letters to candidates attending the employer-hosted recruiting events. Preferably, the System generates an offer and a no-offer e-mail template as described in block 719 for each candidate prior to the event based on the candidate's profile information (i.e., name, degree, school, etc.). After a decision is made to hire a particular candidate as described in block 721, the candidate's offer letter is reviewed to verify salary and placement. Any changes to the offer are made via the System.

In accord with a preferred embodiment of the present invention, all candidates attending an event are invited to participate in a feedback session after receiving their respective offer/no offer e-mails as described in blocks 723 and 725. Candidates who receive offers evaluate the hiring process and are provided with a hard copy of the offer letter and an information package 729 containing employee benefit, area housing and recreational information as described in block 729. Candidates receiving a no-offer letter evaluate the hiring process and are given suggestions by their respective event staff members regarding future interview performance.

If a candidate receives a hard rejection, the System is automatically updated to prevent that candidate from interviewing with the employer for a predefined period of time (e.g., one year) as described in block 725. If a candidate receives a soft rejection, that candidate's profile is added to a candidate pool and considered for future employment opportunities as described in block 727.

Figure 65 illustrates the process for extending offer/no offer letters to current interns. If a decision is made to hire an intern as illustrated by arrow 731, a placement decision is made as described in block 733.

- 5 Next, an offer/no offer e-mail is generated as described in block 735, reviewed to verify salary and placement and e-mailed to the intern's current supervisor as described in block 737. Upon receipt, the supervisor prints the offer/no offer letter and delivers it to the intern as described in
10 block 739.

Follow-Up

- The follow-up step of the hiring process comprises the remaining activities necessary to bring candidates who have received an offer letter "on-board" with the employer.
- 15 Follow-up activities include but are not limited to persuading the candidates to accept the employment offers, negotiating the terms of the offers with the candidates, accepting the offers, validating the candidates' credentials, drug and medical screening and being generally
20 available to the candidates for support.

- Figure 66 illustrates the follow-up process for candidates who receive an offer letter. If the candidate accepts the offer as indicated by arrow 740, the new hire accesses the System and verifies post-offer information 741
25 including but not limited to the employment start date and location as described in block 741. If the new hire has not had a medical examination within a pre-defined time period (i.e., one year), the candidate schedules a medical examination as described in block 743. Preferably, the
30 System provides the new hire with information regarding local facilities at which the new hire can schedule and receive a medical examination. If the new hire is a new

employee (i.e., not a current intern or co-op), the new hire is required to additionally complete a drug screen as described in block 747 and background check as described in block 749. After the new hire has successfully completed any necessary medical, drug or background check, the new hire is added to the personnel database of "On-Board" employees as described in block 751.

Candidates who do not accept an employment offer as indicated by arrow 742 either respond on-line via their message center as indicated by arrow 753 or are contacted by a human resources specialist who accesses the System and enters the candidate's response as described in block 755.

Figure 67 is a block flow diagram illustrating the medical examination process in more detail. Preferably, the System automatically sends the selected medical facility a medical evaluation form for the candidate 757. If necessary, the System presents the candidate with any forms that may be necessary to take to the medical examination. The candidate downloads and prints any necessary forms 759 from his or her message center prior to attending the examination 760. In the event the candidate has a medical issue relevant to his employment, the examining office e-mails a recruiting specialist regarding the candidate's condition 761.

New hires authorized to receive an employer-paid relocation additionally receive relocation service information at their message center. Preferably, new employees access the System and provide their marital status and number of dependents to arrange for the payment of relocation expenses. Based on this information, the System authorizes the employer's accounting department to pay the moving agency responsible for relocating the new employee.

New hires authorized for an employer-paid automobile purchase receive automobile purchase registration

information (e.g., application, new car options, dealer locations, payment information, etc.) at their message center. Preferably, the System presents each authorized new employee with a new car purchase voucher having a unique accounting number.

New hires authorized to receive a signing bonus access the System to verify the address to which the bonus check will be sent and agree to any terms and conditions associated with the bonus check. Automatically, the System sends an e-mail to a recruiting specialist requesting the signing bonus. In response, the recruiting specialist submits a check request to the accounting department who, in turn, disburses the signing bonus to the new employee at the specified address.

In accord with a preferred embodiment of the present invention, new hires receive information concerning a plurality of additional relocation services at their respective message centers. Relocation information includes but is not limited to house hunting services, rental assistance, home purchase assistance, pre-hire assistance and espousal assistance.

While the best mode for carrying out the invention has been described in detail, those familiar with the art to which this invention relates will recognize various alternative designs and embodiments for practicing the invention as defined by the following claims.